



Shrewsbury Public Schools

District Goals 2001-2002

The Shrewsbury Public Schools in partnership with the community will provide students with the skills and knowledge for the 21st century, an appreciation of our democratic tradition, and the desire to continue to learn throughout life.

I. Curriculum, Instruction and Assessment**Central Office Liaison: Michael Brandmeyer**

Essential Question: Does the instructional program meet the educational needs of all students and result in steadily improving student achievement?

1. Continue work on prior districtwide initiatives.		
Action Steps	Sources of Evidence	Facilitator
1.1 Fully implement the Developmental Reading Assessment in grades K-3.	Building-based training Student Assessment Forms Data collection and analysis	Reading Specialists
1.2 Develop strategies for the use of guided reading in elementary classes.	Building-based training Graduate course enrollments	Reading Specialists
1.3 Continue training in and implementation of <i>Writing Across the Curriculum</i> .	Building-based training PD Workshops Samples of student work	BJ Lates, Marge Clark and Anne Steele
1.4 Continue the middle school math pilot and develop and implement an integrated mathematics course at the High School.	Middle School pilot results Report to School Committee Curriculum guide Course assessment	Michael Brandmeyer, Jean Sullivan and Margaret Bilodeau
1.5 Revise the K-12 technology competencies for students and expand program implementation.	Revised competency guide Documentation of use Self-study documents for ITAMS program review	Robert Cornacchioli
1.6 Continue professional development to support the implementation of differentiated instruction.	Graduate course(s) PD Workshops Study Groups Documented use of DI by staff	Michael Brandmeyer, DI Study Group Facilitators
1.7 Expand the implementation of Community Service Learning to include all schools.	Documentation of staff and student involvement Mini-grant awards	Dan Gutekanst, Amy O'Leary, P.J. O'Connell, Kelly Govoni, Elementary CSL Liaisons
2. Implement the revised Program Review Process.		
Action Steps	Sources of Evidence	Facilitator
2.1 Develop and adopt the revised process for the systematic review of curriculum.	Program Review Guide	Michael Brandmeyer
2.2 Develop action plan for Health, Physical Education, and Family & Consumer Science.	Action Plan	Patricia Degon and Linda Stapleton
2.3 Begin the self-study process for History and Social Studies, Educational Technology and Media, Mathematics, and Science and Technology.	Agenda and Minutes for Facilitation Team Self-Study Documents	Michael Brandmeyer Curriculum Documentation Teams

3. Expand the district initiative to promote data-driven decision making.		
Action Steps	Sources of Evidence	Facilitator
3.1 Develop and implement a transition folder to track student assessment at the elementary level.	Transition Folders	Michael Brandmeyer and Curriculum Specialists
3.2 Revise and pilot a new elementary report card and plan for full implementation in the 2002-2003 school year.	Revised Report Card	Michael Brandmeyer, Curriculum Specialists and Report Card Committee
3.3 Expand the use of assessment data to develop instructional programs to meet the needs of all students	Student Success Plans Remedial programs	Michael Brandmeyer, Principals and Counselors
3.4 Analyze response of parents from homework survey, report committee's findings and develop policy for School Committee approval.	Survey results Committee Report Proposed policy	Anthony Bent, Marge Clark, Ellen Fairbanks, Joan Barry

II. Teacher Excellence**Central Office Liaison: Thomas Kennedy**

Essential Question: Are teachers in the district well qualified and well prepared to provide a high quality of education to the students they teach?

1. Continue to develop effective practices in recruiting and hiring.

Action Steps	Sources of Evidence	Facilitator
1.1 Involve staff in the recruitment process.	Activity of Teacher Recruitment Teams	Thomas Kennedy
1.2 Develop additional recruitment tools and strategies	Recruitment Brochures Web recruiting/application	Thomas Kennedy, Bob Cornacchioli, Teacher Recruitment Teams
1.3 Project short and long term staffing needs and develop recruitment strategies	Needs projections Recruitment plans	Thomas Kennedy
1.4 Implement the process to recruit and appoint the Middle School Principal	Brochure and Interview Process, Appointment	Anthony Bent Thomas Kennedy
1.5 Meet with new teachers to collect feedback regarding their entry into the Shrewsbury Public Schools	Data from Meeting	Anthony Bent Thomas Kennedy
1.6 Conduct exit interviews with teachers	Data from interviews	Thomas Kennedy

2. Continue to refine the professional development program.

Action Steps	Sources of Evidence	Facilitator
2.1 Encourage teachers to participate in the process to earn National Board Certification.	Applications for National Board Certification	Thomas Kennedy
2.2 Expand the Teacher Mentoring Program and develop a yearlong orientation program for induction teachers	Teacher Mentor Activities New Teacher Orientation Induction Activities	Michael Brandmeyer
2.3 Expand professional development opportunities for instructional assistants and applied behavioral analysis assistants.	PD Programs	Thomas Kennedy Jayne Wilkin
2.4 Review the district's course-taking requirement for teachers without professional status	New graduate course	Michael Brandmeyer Thomas Kennedy
2.5 Evaluate the 2001-2002 PD Program and plan for 2002-2003	Evaluation Report Plan for 2002-2003	Anthony Bent, Michael Brandmeyer and PDC
2.6 Implement an Employee Assistance Program (EAP)	Implementation of EAP	Thomas Kennedy

3. Expand opportunities for teacher advancement.

Action Steps	Sources of Evidence	Facilitator
3.1 Increase opportunities for experienced teachers to assume greater, compensated roles within the district.	Paid Internships	Michael Brandmeyer Thomas Kennedy
3.2 Continue efforts to support teacher application for administrative licensure.	Innovative Program for the Preparation of Administrators	Michael Brandmeyer

III. Student Support Programs and Services Central Office Liaisons: Anthony Bent and Michael Brandmeyer

Essential Question: Does the district provide the supportive programs and services its students need to achieve educational success?

1. Review, revise, and implement procedures relating to the delivery of special education services.		
Action Steps	Sources of Evidence	Facilitator
1.1 Review, revise and implement procedures for referral to special education.	SPED Procedural Guide	Steven Dupuis
1.2 Provide staff training in the special education referral and evaluation process.	Record of staff development and training	Steven Dupuis
1.3 Examine the role and responsibilities of the Elementary Psychologist/SPED Coordinator and make staffing recommendations	Job Descriptions Staffing projections	Steven Dupuis Thomas Kennedy
1.4 Develop district policy and provide staff training for the physical restraint of students.	Policy Record of staff training	Steven Dupuis

2. Evaluate summer enrichment programs		
Action Steps	Sources of Evidence	Facilitator
2.1 Evaluate program offerings, student assignment, coordination, and use of summer enrichment program.	Report on Enrichment Program Recommendations for 2002	Michael Brandmeyer Alice Brennan
2.2 Review the secondary remedial program and the Massachusetts Initiative for New Teachers Program.	Report on remedial programs Recommendations for 2002	Michael Brandmeyer Daniel Gutekanst Nicholas DiPilato
2.3 Review the process for the placement of special education students in summer programs.	Procedural guidelines	Steven Dupuis Jayne Wilkin, Alice Brennan Michael Brandmeyer
2.4 Improve coordination of summer facilities use with the department of public buildings.	Printed schedule of summer Programs and locations	Patrick Collins, Michael Brandmeyer, Principals
2.5 Develop additional extra curricular programs for middle school students and seek resources to support the programs.	New programs Participation data	Maryjo Moon, Lorraine Davis, Gordon Warren

3. Strengthen the relationship between the Shrewsbury Schools and the local public safety departments.		
Action Steps	Sources of Evidence	Facilitator
3.1 Improve the school/police liaison program	Police Liaison Assignments Record of Liaison Visits	Thomas Kennedy
3.2 Implement the position of school resource officer at the middle and high school.	School Resource Officer Job Description	Anthony Bent, Daniel Gutekanst, Maryjo Moon
3.3 Convene a districtwide committee to develop procedures and policies and crisis plans for each school facility.	Procedures and Policy Crisis Plans	Thomas Kennedy, Anthony Bent, Principals
3.4 Present an overview of district procedures and school crisis plans to the School Committee	Presentation	Anthony Bent, Thomas Kennedy

IV. Leadership and Governance**Central Office Liaison: Anthony Bent**

Essential Question: Does the district have effective leadership and governance?

1. Expand the district's activity in annual and longer range planning and goal setting.		
Action Steps	Sources of Evidence	Facilitator
1.1 Reshape the district goals in accordance with the District Performance Evaluation Instrument of the Massachusetts Department of Education and develop the District Improvement Plan.	District Goals	Anthony Bent
1.2 Begin to gather data as part of the District Performance Evaluation Program of the Massachusetts Department of Education	Database	Anthony Bent, Michael Brandmeyer, Patrick Collins Thomas Kennedy
1.3 Begin the process to develop 5-year strategic goals for the district.	Planning documents	Anthony Bent
1.4 Develop School Improvement Plans to reflect the District Improvement Plan.	District Improvement Plan School Improvement Plans	Anthony Bent School Principals
1.5 Bring greater consistency of format to School Improvement Plans	School Improvement Plans	Anthony Bent School Principals
1.6 Involve the Coordinating Council in a variety of issues including school space planning, homework, etc.	Agenda and Minutes	Patrick Collins Anthony Bent
2. Review communication practices and develop new strategies to communicate with the community.		
Action Steps	Sources of Evidence	Facilitator
2.1 Collect and communicate data regarding the evolving demographic profile of the community and its schools.	School Committee Report Superintendent's Forum <i>Shrewsbury School Journal</i>	Anthony Bent Thomas Kennedy
2.2 Explore opportunities to improve communication via the Internet	Increases access to school information via the Internet	Bob Cornacchioli, Michael Brandmeyer, Patrick Collins, Joe Sawyer
2.3 Establish procedures to maintain and improve district and school webpages.	Evidence of increased access	Bob Cornacchioli, Linda Ferguson, Joe Sawyer
2.4 Review programming on Channel 34 and make recommendations for improvement.	Programming Schedule Community Feedback	Anthony Bent Bob Cornacchioli
3. Continue accreditation efforts at school sites.		
Action Steps	Sources of Evidence	Facilitator
3.1 Begin the high school self study in preparation for the NEASC evaluation in 2003.	Accreditation documents	Daniel Gutekanst, Anne Steele, Justine Kavanagh
3.2 Complete the NAEYC accreditation process at the Beal School.	Accreditation documents	Judy Rogers Alice Brennan
3.3 Begin the NAEYC accreditation process for the Parker Road Preschool.	Accreditation documents	Mary Desmond

V. Business and Financial Management**Central Office Liaison: Patrick Collins**

Essential Question: Does the district maintain adequate accounting and financial reporting procedure to inform district-level and school-level decision making, ensuring effective managerial control over the use of funds, and facilitate accountability to the public?

1. School space planning and facilities use.		
Action Steps	Sources of Evidence	Facilitator
1.1 Procure Furniture, Fixtures and Equipment for the new high school.	Purchasing	Patrick Collins, Daniel Gutekanst, Kenneth Largess Robert Cornacchioli
1.2 Continue planning for the renovation of the existing high school for use as a middle school.	Planning Documents	Patrick Collins, Maryjo Moon Joan Barry, Anthony Bent, Bob Cornacchioli
1.3 Plan for the expansion of the preschool facility at North Shore School	Planning Documents	Patrick Collins, Steven Dupuis, Mary Desmond, Anthony Bent
1.4 Convene meeting of town boards to address space issues	Meeting agenda and minutes	Anthony Bent, Thomas Kennedy
1.5 Hold parent/community forums on student assignments.	Fall forum for 02-03 assignments Spring forum for assignments 2003 and beyond	Anthony Bent
1.6 Review Full-day Kindergarten Feasibility Study for possible short and long term implications.	Report to School Committee	Judy Rogers
1.7 Develop revised policies and procedures for the use of school buildings.	Revised Policy Procedural Guide	Anthony Bent Patrick Collins
1.8 Continue planning to facilitate the movement of equipment and materials associated with the opening of the new high school, renovation of the existing high school, and changes in grade assignments for 2002-2003	Planning Documents	Patrick Collins, Dan Gutekanst, Ken Largess, and Bob Cornacchioli
2. Maintain an efficient and cost effective school transportation system.		
Action Steps	Sources of Evidence	Facilitator
2.1 Review school transportation policy	Revised Policy	Anthony Bent Patrick Collins
2.2 Implement transportation management software (Versatrans)	Program implementation	Patrick Collins
3. Facilitate the orderly and efficient handling of labor contracts.		
Action Steps	Sources of Evidence	Facilitator
3.1 Negotiate a new contract with school secretaries	Multi-year collective bargaining agreement	Thomas Kennedy Patrick Collins